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ABSTRACT

This booklet describes New Mexico's Consolidating Initiatives for Tomorrow's Education (CITE), a student-centered policy framework for systemwide educational change. The vision and mission statements stress all students' potential to learn and local control for shared responsibility and leadership. Eight educational goals for lifelong learning and the initiatives to achieve them are described: (1) involve all New Mexicans in a shared responsibility for education; (2) provide opportunities which will enable all students to learn; (3) establish high standards and high expectations to enable students to acquire the personal qualities, values, skills, and knowledge necessary to become productive citizens in a multiethnic democratic society; (4) seek and reward excellence in teachers and other school personnel; (5) advocate for and seek adequate resources to support maximum student learning; (6) organize resources for systemwide change to prepare students for the future; (7) promote, exemplify, and implement decision making at the appropriate level; and (8) assure to the public the integrity of the educational process through program and financial accountability. A visual representation of the CITE policy framework is included. (LMI)

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September 1992

Consolidating Initiatives for Tomorrow's Education

A Student Centered Policy Framework for System-wide Educational Change in New Mexico

New Mexico State Board of Education

Alan D. Morgan
State Superintendent of Public Instruction

EA 025 156

U.S. DEPARTMENT OF EDUCATION
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The *CITE Policy Framework* is dedicated to all students in New Mexico ... the future of our communities, our state, and our nation.

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pening Challenge

The New Mexico State Board of Education, through its constitutional duties and responsibilities, speaks with one voice in establishing *Consolidating Initiatives for Tomorrow's Education (CITE) – A Student Centered Policy Framework for System-wide Educational Change in New Mexico.* ◆ *CITE* empowers the local community and the citizens of New Mexico to join with the State Board in finding new and better ways for students to reach their potential. ◆ *CITE* also affirms the leadership and developmental role of the State Board, for example: connecting resources to need; modeling change and good management practices; and anticipating and planning for the future.

The State Board respects, understands, and appreciates the opportunities offered by the cultural and ethnic diversity of New Mexico's population. ◆ The State Board also shares with New Mexicans in recognizing that teachers in New Mexico are working toward student success; however, teachers must be part of a larger process that involves the entire educational community – including parents and families – in working to achieve essential student competencies. ◆ Schools in New Mexico are implementing reforms designed to improve student learning; however, system-wide change is necessary for continuous improvement. ◆ Educational programs in New Mexico are meeting many of the needs of today's students; however, these programs could achieve more if focused on a single vision, as reflected in this document.

A student is an individual who is involved in lifelong learning by participating in preschool through adult educational and vocational rehabilitation opportunities and services. ◆ The meaning of "student centered" includes actively listening to students and operating schools that provide the rigor and challenge necessary for students to learn to use their minds well. ◆ Students need to be active learners who are creative, intellectually flexible, careful thinkers, problem solvers, team players, and effective

communicators. ◆ They must be well grounded ethically and be able to demonstrate a rich core of common knowledge.

The power of *CITE* lies in sharing a common vision of desired end results. ◆ Although *CITE* represents the consensus of many educational stakeholders, it is not intended to be the final word in bringing improvements to the educational system. ◆ Lasting improvements will require ownership by New Mexicans, and obtaining such ownership requires involvement. ◆ Therefore, in September 1992, the State Board will initiate a comprehensive and inclusive process to involve New Mexicans in helping to identify educational initiatives to achieve the *CITE* goals. ◆ In addition, the State Board and the State Department of Education will collaborate with other stakeholders in using the *CITE Policy Framework* to develop action plans, which will define the activities, outcomes, and measurement criteria necessary to implement the *CITE* goals and initiatives. ◆ These efforts will chart a road map for education upon which there is broad consensus among New Mexicans. ◆ Parents and families, legislators, business people, and the education professionals of our state can and will work together to meet the educational demands of our complex modern world.

CITE is uniquely a New Mexico effort that builds upon our strengths as a state while guiding our paths to the future – what we must do so that all students are challenged to reach their potential and the education of all students becomes the mission for all New Mexicans.

Therefore, it is with great pride that the State Board of Education presents *CITE* to the citizens of New Mexico. We challenge you to join us in reaching our goals. ◆ As we say in New Mexico:

"Para educar al niño se necesita todo el pueblo."

Vision

The State Board of Education, by authority of the New Mexico State Constitution, sets policy and direction for the education of all students in New Mexico. We believe that education must challenge all students to reach their potential and must involve all citizens of the state.

Mission

MISSION

The State Board of Education, through its Constitutional duties and responsibilities, affirms that the primary purpose of schools in New Mexico is to provide equal educational opportunities for all students. The purpose of schools, therefore, is to guarantee that students reach their full potential by mastering learning skills and knowledge and by acquiring desirable personal qualities and values.

The State Board of Education believes that local control and direction will best accomplish the shared responsibility and leadership necessary for the effective and efficient use of public and private resources and for the continuing involvement of parents and communities in the educational process.

This mission will be carried out by the policy leadership of the State Board of Education through the State Department of Education.

GOALS

Goals

The State Board of Education considers a student to be an individual who is involved in lifelong learning by participating in preschool through adult educational and vocational rehabilitation opportunities and services. The goals are listed in sequential order to demonstrate and help clarify the linkages between goals.

Two important processes will begin in September 1992. First, the State Board of Education will initiate a comprehensive and inclusive process to involve New Mexicans in helping to identify educational initiatives to achieve the *CITE* goals. And second, the State Department of Education will use the *CITE Policy Framework* to develop an Agency Management Plan, which will define activities, outcomes, and measurement criteria necessary to implement the *CITE* goals and Board initiatives.

GOALS

Goal 1 – Involve all New Mexicans in a shared responsibility for education

◆

Goal 2 – Provide opportunities which will enable all students to learn

◆

Goal 3 – Establish high standards and high expectations to enable students to acquire the personal qualities, values, skills, and knowledge necessary to become productive citizens in a multiethnic democratic society

◆

Goal 4 – Seek and reward excellence in teachers and other school personnel

◆

Goal 5 – Advocate for and seek adequate resources to support maximum student learning

◆

Goal 6 – Organize resources for system-wide change to prepare students for the future

◆

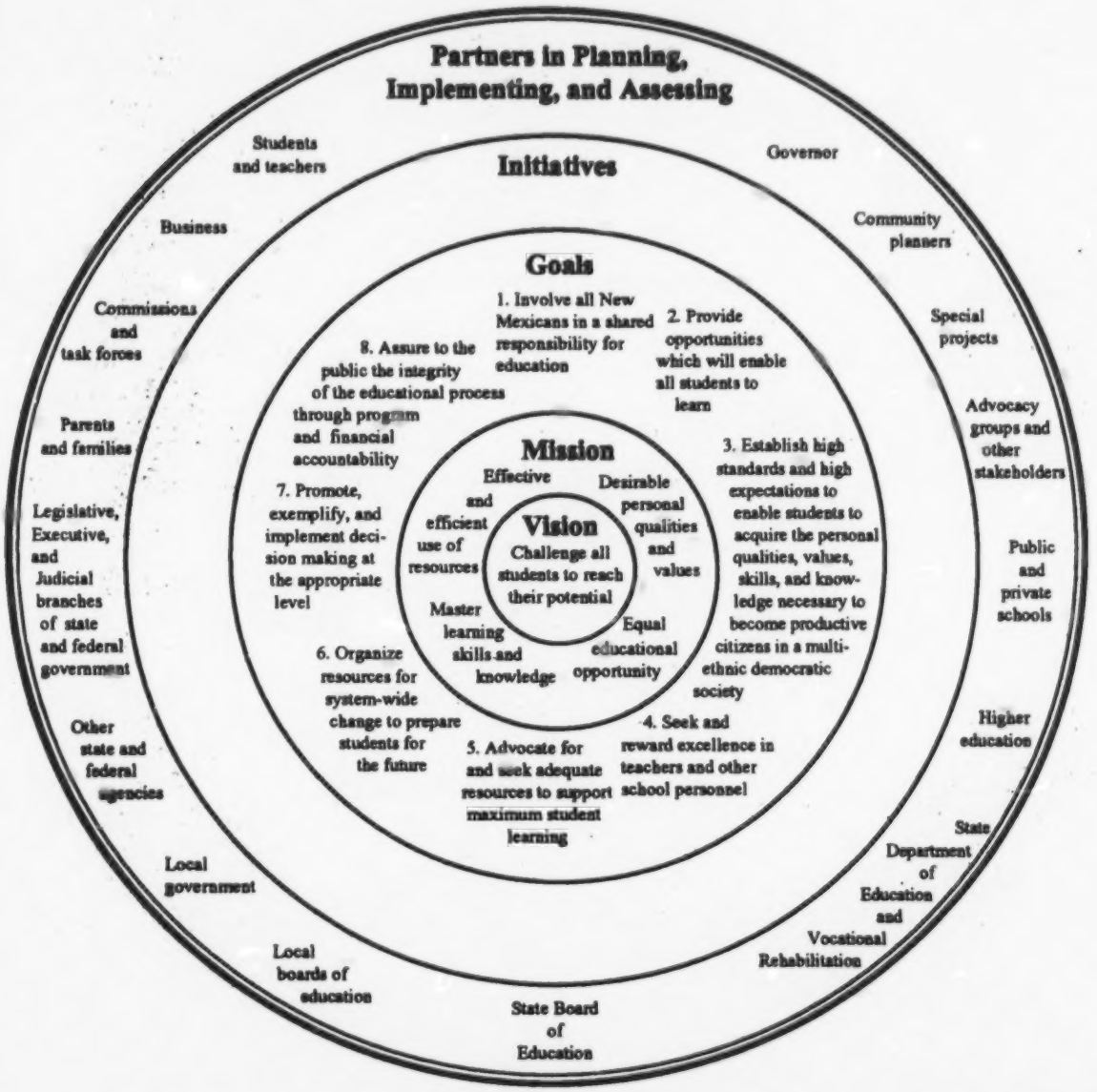
Goal 7 – Promote, exemplify, and implement decision making at the appropriate level

◆

Goal 8 – Assure to the public the integrity of the educational process through program and financial accountability

CITE Policy Framework

Below is a graphic display of *CITE – A Student Centered Policy Framework for System-wide Educational Change in New Mexico.* Beginning from the center, the concentric circles represent increasing degrees of detail describing the focus on striving to reach the vision. Imagine that each of the individual rings can rotate. For example, many of the educational initiatives listed in the following pages are designed to help achieve more than one goal. The outer ring begins to identify those in the education community who will be part of planning, implementing, and assessing initiatives – a continuous process of improvement.


Partners in Planning, Implementing, and Assessing
Students and teachers
Governor
Initiatives
Business
Community planners
Goals
Commissions and task forces
1. Involve all New Mexicans in a shared responsibility for education
2. Provide opportunities which will enable all students to learn
Special projects
8. Assure to the public the integrity of the educational process through program and financial accountability
Advocacy groups and other stakeholders
Parents and families
Mission
3. Establish high standards and high expectations to enable students to acquire the personal qualities, values, skills, and knowledge necessary to become productive citizens in a multi-ethnic democratic society
Effective and efficient use of resources
Desirable personal qualities and values
7. Promote, exemplify, and implement decision making at the appropriate level
Vision
Challenge all students to reach their potential
Public and private schools
Legislative, Executive, and Judicial branches of state and federal government
Master learning skills and knowledge
Equal educational opportunity
6. Organize resources for system-wide change to prepare students for the future
Other state and federal agencies
4. Seek and reward excellence in teachers and other school personnel
Higher education
5. Advocate for and seek adequate resources to support maximum student learning
State Department of Education and Vocational Rehabilitation
Local government
Local boards of education
State Board of Education

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Goal 1 Involve all New Mexicans in a shared responsibility for education

GOAL 1

Initiatives:

- Encourage and provide technical assistance in the development of partnerships among schools, parents and families, businesses, and communities that will broaden the foundation for education
- Provide leadership which supports wellness through comprehensive school health and collaborative community-based programs
- Encourage the collaboration of federal, state, and local agencies in order to promote delivery of the most appropriate education and services for students
- Encourage linkages in planning, the use of resources, curriculum development and implementation, and the establishment of common goals between and among preschool, elementary, middle level, secondary, postsecondary, and other adult education efforts
- Identify and encourage New Mexicans to be involved in long-range planning, implementing, and assessing processes in order to establish and prioritize educational initiatives

GOAL 2

Goal 2 Provide opportunities which will enable all students to learn

Initiatives:

- Support concurrent enrollment and expanded occupational opportunities
- Support expanded school-to-work transition efforts
- Increase the coordination of statewide educational efforts
- Support efforts which will assist school districts in implementing strategies to use educational technology to achieve learning goals
- Support the development of employability skills for all students and vocational rehabilitation clients
- Support appropriate educational opportunities and services for all students

Goal 3 Establish high standards and high expectations to enable students to acquire the personal qualities, values, skills, and knowledge necessary to become productive citizens in a multiethnic democratic society

GOAL 3

Initiatives:

- Through the activities of the Educational Standards Commission*, provide the necessary support to the local school community to enable all students to achieve the *Standards for Excellence* and the Essential Competencies
- Develop the *Standards for Excellence* model for evaluation to assure appropriate assessments for each dimension of the learning process
- Enable all New Mexico graduates to acquire competency in at least two languages, one of which is English

* The Educational Standards Commission was created to develop the New Mexico *Standards for Excellence*. The *Standards for Excellence* address how schools should be accountable for defining, addressing, and evaluating outcomes for all students as delineated through Essential Competencies.

GOAL 4

Goal 4 Seek and reward excellence in teachers and other school personnel

Initiatives:

- Improve the preparation and assessment of prospective teachers and other school personnel
- Expand professional development opportunities for teachers and other school personnel
- Improve the professional status of teachers and other school personnel with emphasis on professional rights and responsibilities
- Improve the evaluation of teachers and other school personnel
- Advocate for and support increasing salaries of New Mexico teachers and other school personnel to attain parity with the regional average
- Reassess long-range strategies to increase salaries of New Mexico teachers and other school personnel to attain parity with the national average
- Increase minority representation among teachers and other school personnel in order to better reflect the population of New Mexico

Goal 5 Advocate for and seek adequate resources to support maximum student learning

GOAL 5

Initiatives:

- Seek funding through the state legislative process
- Maintain the integrity of the state equalization funding formula
- Advocate for adequate resources at the state, federal, and local levels with continued emphasis to secure funds for innovative educational practices
- Advocate for and secure funding to supplement resources

GOAL 6

Goal 6 Organize resources for system-wide change to prepare students for the future

Initiatives:

- Provide leadership and technical assistance to school districts interested in system-wide change to improve student learning
- Encourage linkages in planning, the use of resources, curriculum development, and the establishment of common goals and objectives between and among educational institutions
- Provide leadership in promoting appropriate distance learning/telecommunications, training in educational technology, and application of technology in the schools
- Promote legislation, remove barriers, and identify resources which will encourage local school districts to initiate innovative practices for the delivery of instructional programs and services
- Implement the Employability Model* concept in the school districts by providing statewide technical assistance/staff development and through state policy/legislation which will encourage linkages with business/industry and between instructional disciplines
- Implement a statewide educational database system for the purpose of educational planning, student and program accountability, and federal/state reporting
- Encourage the coordination of federal and state resources in order to maximize the quantity and quality of services for all students

* The Employability Model recognizes that a strong base in employability skills, basics, and career awareness is relevant and essential for all students at all levels.

Goal 7 Promote, exemplify, and implement decision making at the appropriate level

GOAL 7

Initiatives:

- Promote a focus on educational outcomes
- Promote shared leadership through local control, direction, and responsibility in order to achieve educational objectives
- Support restructuring of the State Department of Education, local school districts, and other educational institutions
- Exemplify and implement decision making at the appropriate level when establishing State Board of Education policy
- Support staff, student, parent, family, and local school board empowerment through planning and training

GOAL 8

Goal 8 Assure to the public the integrity of the educational process through program and financial accountability

Initiatives:

- Improve and report the accounting and audit processes that assure accountability to the public
- Collaborate on the development of school, district, and statewide models for alternative assessment
- Improve statewide assessment processes which support the evaluation of student performance in the *Standards for Excellence* and Essential Competencies
- Develop indicators for school and student outcomes which support outcomes-based accreditation within the *Standards for Excellence* and Essential Competencies
- Improve program/budget development and review activities which continue to build understanding and expertise regarding the interrelationship of students' needs and financial resources
- Address policy level data and information system needs of public schools
- Establish a long-range budget and revenue plan that supports long-range program and financial planning in schools

New Mexico State Department of Education
300 Don Gaspar
Santa Fe, New Mexico 87503

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